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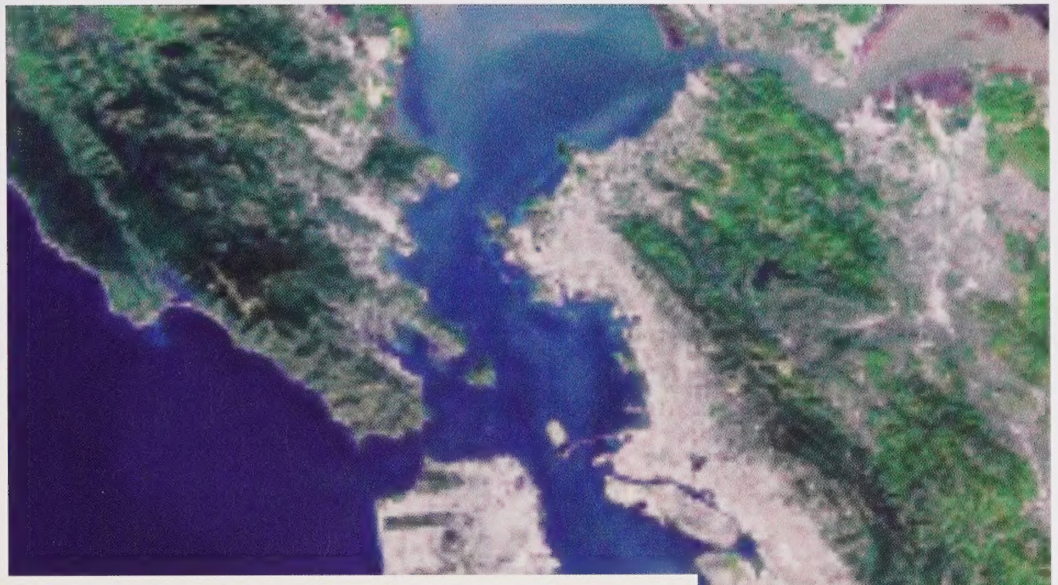

ABAG BUDGET AND WORK PROGRAM

APPROVED

FISCAL YEAR 2019-20

Association of Bay Area Governments

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LETTER FROM THE PRESIDENT

DAVID RABBITT

ABAG President
Supervisor, County of Sonoma

JESSE ARREGUIN

ABAG Vice President
Mayor, City of Berkeley

Dear ABAG Delegates,

ABAG's programs and services have supported Bay Area local governments for more than 55 years, providing a forum to discuss and work together to solve regional issues. The last fiscal year demonstrated that we are continuing this worthy tradition, albeit differently with an integrated staff with the Metropolitan Transportation Commission (MTC).

The Executive Board continues to focus on expanding services that support the Bay Area's local governments with a regional perspective. Our staff accomplished much in 2018-2019 and will contribute more in 2019-2020, as shown in the following pages of this Budget and Work Program. Projects and programs from planning for housing to assisting with gaining access to the bond market have assisted local governments and Bay Area residents.

This June at the General Assembly (GA), we will launch a new Bay Area Metro awards program, a joint effort with MTC to honor outstanding people and programs that are making our region and local communities a better place. The GA will discuss ideas of regional interest and include the annual Business meeting, which requires a quorum of delegates and/or alternates in order to approve ABAG's budget. I hope to see you at this important regional forum.

One issue that has garnered much attention is the Bay Area's housing crisis. This is not new, but has been exacerbated as our region continues to grow without providing additional housing. In my home county, Sonoma, the 2017 North Bay wildfires compounded the housing shortage, with five percent of Santa Rosa's housing stock vanishing overnight. Those homes are gone, and some of our residents, our community members, have been pushed out of our county. We've seen neighbors relocate to Lake County and now those that still work in Sonoma County, have to endure longer commutes on an even more congested 101. We can't continue to expand the freeway and increase pollution. We need to act to solve this problem for all of us.

Toward that end, the Executive Board authorized me in January to sign onto the CASA Compact with several addendums, including clarifying that ABAG was not endorsing any of the specific proposals. The CASA Compact is a 10-point set of policy recommendations to both state and local officials designed to help solve the Bay Area housing crisis by encouraging the production of more housing for people at all income levels, preserving affordable housing that already exists, and protecting current residents from displacement in rapidly-changing neighborhoods. Staff is engaging local elected officials and staff, and will be tracking the robust set of legislative measures in Sacramento focused on housing policy and bringing bill position recommendations to the Legislation committee for consideration.

Additionally, staff is already working toward **Plan Bay Area 2050**, the next iteration of our regional long-range land use and transportation plan, with Horizon — a program designed to engage policymakers and the public about priority policies and projects to ensure regional resilience in the face of an uncertain future. Public outreach began in 2018, along with the release of a series of Perspective Papers, examining high-impact policies related to topic areas that support the region's Guiding Principles.

We look forward to this continuing conversation as we plan together for a sustainable Bay Area.

I want to thank our staff at all levels for their continued tireless support. We are all committed to creating a better Bay Area with support from our Council of Governments and our shared staff. Our cooperative regional spirit has brought us together to address the issues of today and to plan for tomorrow — all of our shared future.

David Rabbitt
ABAG President

LETTER FROM THE EXECUTIVE DIRECTOR

THERESE W. MCMILLAN
Executive Director

ADRIENNE WEIL
Secretary / Legal Counsel

Dear ABAG Delegates,

As the new executive director for ABAG, as well as for the Metropolitan Transportation Commission, I look forward to getting to know you and working collaboratively with local jurisdictions to advance solutions to some of the region's most pressing problems. This includes work on the housing and economic development fronts, as well as efforts to make the Bay Area more resilient to environmental challenges and climate change. Our consolidated staff serves two independent organizations with unique statutory responsibilities. Nearly two years into a consolidation, your staff is benefiting from more resources to carry out ABAG's important work.

Our joint Horizon planning initiative with MTC — which is laying the groundwork for the next long-range housing and transportation blueprint, Plan Bay Area 2050 — is exploring a range of challenging questions to enable residents, planners and decision-makers alike to consider various policy and investment solutions that will help the Bay Area do well across a range of future scenarios. By summer, **Plan Bay Area 2050** will commence. This update includes the Regional Housing Need Allocation, under which ABAG allocates housing distributions to cities and counties, consistent with the development pattern included in the Plan. Staff will work closely with the Executive Board and local jurisdictions on methodology for this process.

On the housing front, the work of CASA — a blue ribbon group on which ABAG and MTC participated to develop strategies to ease the region's housing crisis — has loomed large. In January, ABAG's Executive Board voted to authorize President Rabbit to sign onto the compact while clarifying that it was not endorsing any specific element of the proposal. Staff has been meeting with local officials and gathering input, and we will seek direction from ABAG's Legislative Committee on various housing policy proposals, recognizing that there is considerable interest in Sacramento to work to address the region's, as well as the state's, housing shortage while preserving existing housing and protecting residents in rapidly changing communities from displacement.

Beyond planning and housing, ABAG is celebrating the 30th Anniversary of the San Francisco Bay Trail, This milestone provides an opportunity to enjoy the 356 miles of bicycling and walking paths and the nearby natural beauty and wildlife. Watch for ribbon-cuttings, contests and special programs.

Finally, I wanted to declare my commitment to you all to work to make the region a more equitable place. Both ABAG and MTC staff have been participating in a broad-based Government Alliance for Racial Equity. We will be working to ensure that our work provides access to opportunity and minimizes economic disparities for all Bay Area residents.

More information on ABAG's programs and activities is included in this approved Budget and Work Program. We will include this information on a retooled ABAG web site, slated for launch in April. I look forward to discussing these and other items at our June 6 General Assembly, which will be held in Oakland's Scottish Rite Center. More information will soon follow on this event.

Sincerely,

Therese W. McMillan

Therese W. McMillan
Executive Director

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01 ABOUT THE ASSOCIATION OF BAY AREA GOVERNMENTS

ABOUT THE ASSOCIATION OF BAY AREA GOVERNMENTS

SECTION 01

As the San Francisco Bay Area's regional Council of Governments, the Association of Bay Area Governments (ABAG) provides a range of services to its member cities, towns and counties.

ABAG was created in 1961 to provide a forum for local elected officials to discuss topical issues, specifically around regional planning and, in later years, services. ABAG was the first Council of Governments established in California. Recognizing that community issues transcend local boundaries, ABAG now examines issues of regional and local concern addressing planning and research needs related to land use, environmental, and water resource protection; builds local governments' capacity regarding disaster resilience and energy and water efficiency; and provides financial services to local counties, cities and towns.

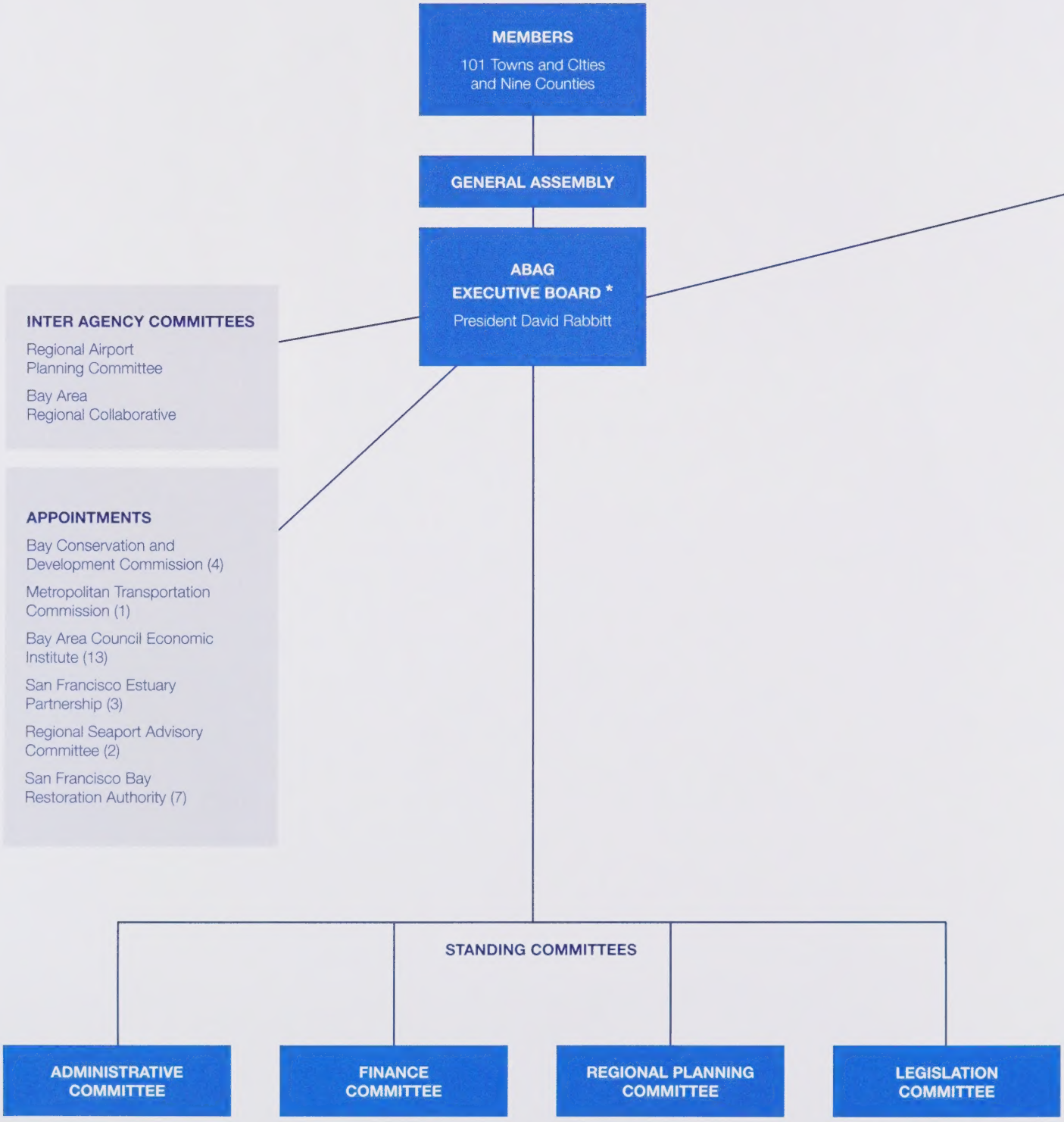
ABAG is a joint powers authority and membership is comprised of the 101 cities and towns and the nine counties of the San Francisco Bay Area. Elected officials from each serve as governance for the organization. Organizational and governance charts are included in this document (see pages 6 and 7).

The consolidated ABAG and Metropolitan Transportation Commission (MTC) staff, as of July 1, 2017, serves both organizations and since the consolidation has found new and stronger connections between programs, policies and activities. The staff functions under one executive director, ABAG and MTC continue to be separate governance entities with their own statutory authorities and responsibilities, policy positions, assets, liabilities, revenues, debts and local collaboration programs.

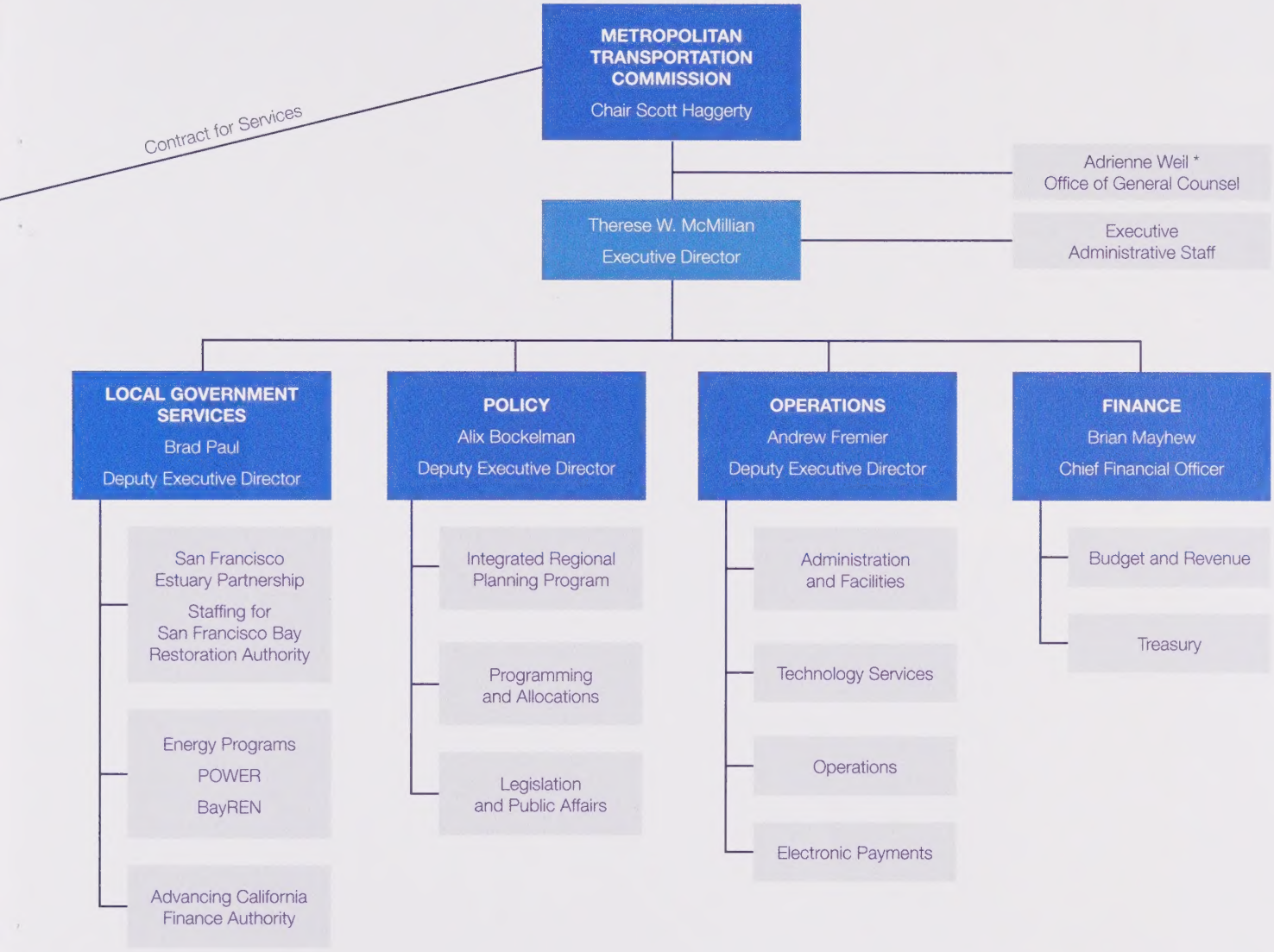
The next step, per a MOU between ABAG and MTC, is to begin discussion on whether the two agencies should restructure their governing boards to better serve the region and utilize the consolidated staff. That effort began with an information gathering process in mid-2018 and will continue into 2019.

This Budget and Work Program contains the details of all the programs and services provided in 2018-2019 and the planned activities and budget for 2019-2020. Additional information is provided at abag.ca.gov.

GOVERNANCE CHART



CONSOLIDATED ORGANIZATIONAL CHART



* Advises the Executive Board and Commission directly

02 INTEGRATED REGIONAL PLANNING PROGRAM

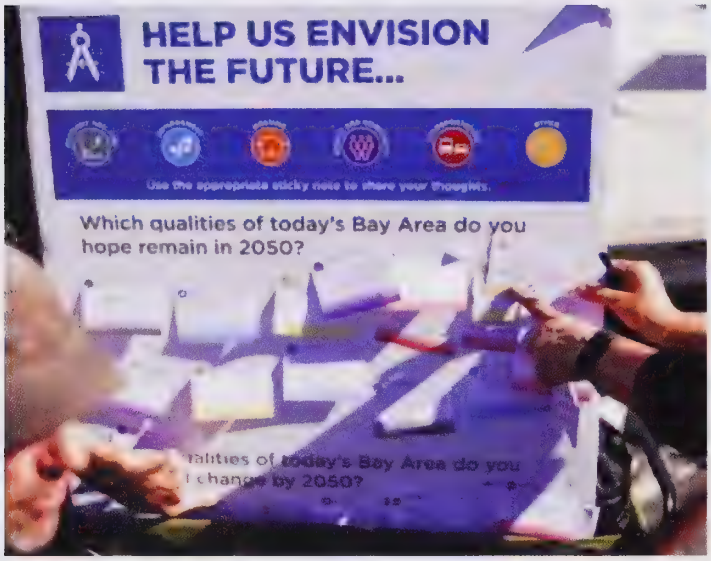
SECTION 02

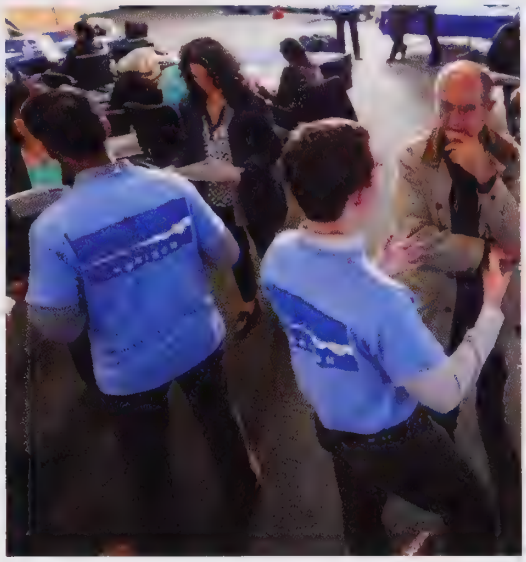
INTEGRATED REGIONAL PLANNING PROGRAM

The ABAG and MTC Integrated Regional Planning Program will continue planning work to address key long- standing challenges facing the region, including housing affordability, economic development, resilience to hazards, and planning for investments in the region's transportation infrastructure. Central to this effort will be the culmination of the Horizon initiative and preparation of the preferred scenario for Plan Bay Area 2050.

In all our upcoming work, the integrated staff will continue to emphasize the importance of engagement with our local cities, towns and counties and stakeholders, including residents and businesses across the Bay Area. This document focuses on the major outward-facing projects and programs that will be considered by the ABAG Executive Board and committees throughout the fiscal year. The Integrated Regional Planning Program staff continue to work collaboratively — across functional areas—to deliver planning work that distills the region's challenges and opportunities and serves the needs of our diverse communities and residents.

SECTION 02





HORIZON AND PLAN BAY AREA 2050

The Horizon initiative is the first comprehensive Bay Area planning effort to examine not just transportation and housing but economic development, resilience and the effects of emerging technologies. Ultimately, strategies to prove resilient to a wide range of potential future conditions will be recommended for advancement into Plan Bay Area 2050 this fall. Some key policy areas include:

- What might different levels of autonomous vehicle adoption mean for our pipeline of traditional transportation investments, and should we change course?
- What strategies should we consider to better prepare our neighborhoods, business centers and other built infrastructure for increasingly frequent disasters?
- How should the Bay Area respond if economic output, population and employment suddenly boom or bust?
- What actions can the Bay Area take to improve our resilience to national and internationa geopolitical and economic shifts?

Plan Bay Area 2050 will be a major update to the Regional Transportation Plan / Sustainable Communities Strategy (RTP/SCS) with robust policy and project-level analyses from Horizon and new areas of analysis looking at economic development and resilience. Bay Area policy makers will decide which policies and projects will be part of the Plan. The official kickoff of Plan Bay Area 2050 will occur this fall

2018-19 HIGHLIGHTS

- Horizon Futures: To stress test strategies and projects against a variety of external forces, three divergent futures for the Bay Area were developed in 2018. Strategy analysis will begin in spring 2019.
- Outreach and Guiding Principles: Staff held a series of "pop-up" events in 2018 to identify the Guiding Principles for the long-range plan Upcoming outreach will focus on strategies to improve the region's future outcomes
- Perspective Papers: White papers exploring new issue areas have been produced or are in process for Autonomous Vehicles, Shared Mobility, Regional Growth Strategies, Bay Crossings and the Future of Jobs.

2019-20 GOALS

- Horizon Futures: Wrap up the Horizon effort in fall 2019 with the release of a "Futures Round 2 report" focusing on high-priority, resilient strategies for the region to consider as we transition to Plan Bay Area 2050.
- Guiding Principles and Plan Bay Area 2050 Goals: Seek the formalization of the Guiding Principles as goals and targets for Plan Bay Area 2050
- Updated Growth Framework: Develop an update to the Priority Development Area (PDA) Growth Framework, Priority Conservation Areas (PCAs) and a framework and process for identifying Priority Production Areas (PPAs)
- Preferred Plan Development: Begin development of the preferred plan this fall in conjunction with our partners and stakeholders, supported by a major public outreach effort in the winter of 2019-20. Seek adoption of the preferred plan in June 2020. Seek adoption of the final plan and EIR in June 2021.

REGIONAL HOUSING NEEDS ALLOCATION

The Regional Housing Need Allocation (RHNA) is the state-mandated process to identify the total number of housing units (by affordability level) that each city, town and county must accommodate in its Housing Element. As part of this process, the California Department of Housing and Community Development (HCD) identifies the total housing need for the Bay Area for an eight-year period (in the next cycle, from 2023 to 2031). ABAG must then develop a methodology to distribute this need to local governments in a manner that is consistent with the development pattern included in Plan Bay Area 2050. This fiscal year, staff will work closely with the ABAG Executive Board and local jurisdictions on methodology and the connection to Plan Bay Area 2050. This effort is expected to begin in summer 2019.

2018-19 HIGHLIGHTS

- Reviewed recent state legislation and developed upcoming milestones for the process.

2019-20 GOALS

- Convene Housing Methodology Committee to review allocation methodology.
- Begin consultation with HCD on the Regional Housing Need Determination. Survey jurisdictions about methodology factors, challenges and strategies to affirmatively further fair housing.
- Work on forming subregions and release approved methodology.

HOUSING

For the past several years, staff has generated datasets that provide new insights into housing trends in the Bay Area and the work local governments are doing to meet the region's housing needs. These datasets include a map of all housing sites identified by jurisdictions in their Housing Elements, a directory of key housing policies adopted in each jurisdiction, and a database of the parcel-specific location and affordability levels of all permits issued for new housing. This data has been used to inform transportation funding discussions, including for the new MTC Housing Incentive Pool funding program.

2018-19 HIGHLIGHTS

Launched a new online housing data porta which provides easy access to data related to local adoption of housing policies and housing permit activity in the region. One component of the portal maps all housing permits issued 2014 through 2017. The second component provides examples of locally-adopted housing policies. ABAG's online housing portal has been recognized by HCP.

2019-20 GOALS

- Update the online housing data portal with 2018 permit data and housing policies.
- Continue to facilitate discussion and provide assistance to local jurisdictions related to state housing legislation changes, such as Senate Bill 2 – Building Homes and Jobs Act.

INTEGRATED REGIONAL PLANNING PROGRAM

SECTION 02

GREATER BAY AREA ECONOMIC DEVELOPMENT DISTRICT

The Greater Bay Area Economic Development District (GBAEDD) will launch in 2019 after a 5-year effort. An Economic Strategy Committee, made up of the ABAG Regional Planning Committee, Economic Subcommittee and additional stakeholders, has worked with staff over a two year period to develop a vision and a Comprehensive Economic Development Strategy (CEDS) for the region, and designed an organization that will address economic issues and coordinate initiatives that cross jurisdictional and organizational boundaries.

Specifically, the GBAEDD will:

- Provide a framework for regional collaboration on efforts related to business climate and innovation, workforce quality and opportunity, critical industry land use needs and resilient infrastructure improvements that support the economy.
- Improve competitiveness of the region and its organizations and jurisdictions in competing for federal, state, and major foundation philanthropic resources for distressed areas, residents and businesses within the region
- Oversee the implementation of the five-year economic action plan and the updating of the region's Comprehensive Economic Development Strategy.
- Provide tools to broadly communicate the economic development resources existing in the region and examples of best practices from within and beyond the Bay Area

2018-19 HIGHLIGHTS

- Application to USEDA to designate eight counties as a Regional EDD (Sonoma County is not included as part of the EDD.
- Establishment of a nonprofit, the GBAEDD.
- Engagement with counties, cities, economic and workforce development organizations and other interested parties on the CEDS Economic Action Plan to develop a shared vision, four overarching goals, objectives and strategies.

2019-20 GOALS

- Establish GBAEDD Board, ratify bylaws and consider initial actions
- Hold collaborative best practices forum with partners.
- Create a CEDS Annual Update.
- Consider grant application opportunities to support CEDS.
- Hold subcommittee meetings, focus groups and local engagement to advance key Economic Action Plan items.

BICYCLE, PEDESTRIAN AND ENVIRONMENT

This upcoming fiscal year, staff will develop an Active Transportation Plan for the San Francisco Bay Area Water Trail and other programs working to expand the system of urban trails and parks, enhance bike sharing and commute connections, and enhance regional access, safety, and stewardship of the San Francisco Bay. Together, this work helps to increase the region's quality of life, health and economic prosperity. This year the Bay Trail celebrates is 30-Year Anniversary with the region completing over 356 miles of trail and has designated 46 water Trail sites.

This upcoming fiscal year, staff will lead the agency's first comprehensive Active Transportation Plan for the region. This plan will expand on the MTC Bike Plan (2009) to provide vision, policy direction and actionable strategies for the region and our partners. The plan will be user-centered and seek to get commuters into walking or bicycling, known as active transportation, consistent with SB375 guidance.

2018-19 HIGHLIGHTS

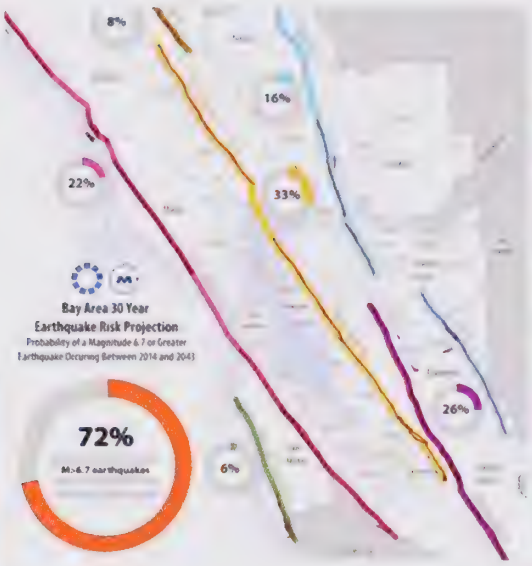
- Kick off celebrating the Bay Trail's 30th Anniversary with multiple ribbon-cuttings. contest, events and special Bay Trail programming on NBC Bay Area's "Open Road with Doug McConnell."
- Reached 356 complete Bay Trail miles (over 70% of the entire network)
- Completed Bay Trail Strategic Funding Plan
- Designated the 46th Water Trail site
- Continued growth of the regional, five city three-county Ford GoBike bike share system
- Began scoping work for the Regional Active Transportation Plan

2019-20 GOALS

- Continue the Bay Trail's 30th Anniversary Celebration
- Continue to close the remaining gaps in the Bay Trail and implement the Water Trail Program vision.
- Seek and provide funding to advance development of the Bay Trail and Water Trail, and expand awareness through public outreach.
- Initiate and manage the Regional Active Transportation Plan
- Continue program management of Bay Area Bike Share and bike share capital program

INTEGRATED REGIONAL PLANNING PROGRAM

SECTION 02



RESILIENCE PROGRAM

The Resilience Program continues to provide a platform for the region to jointly plan, share best practices, and develop a shared understanding of regional needs for an effective recovery. The program offers local government leaders access to robust technical analyses, best practices for disaster resiliency, as well as special events featuring prominent local and national resiliency experts.

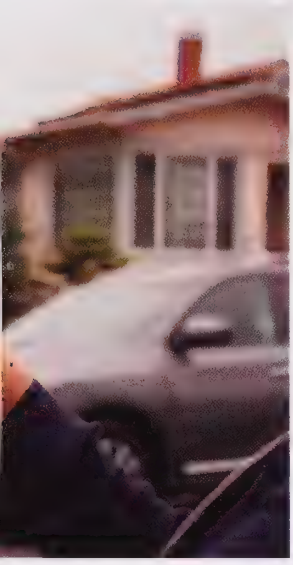
Over the last year, the resilience program has focused on providing key insights and policy leadership on earthquake and hazard preparedness/mitigation and climate change adaptation for the Horizon process and Plan Bay Area 2050. The Horizon Futures include varying assumptions on sea level rise and earthquakes, and the next stage will be to incorporate regional strategies to overcome these challenges.

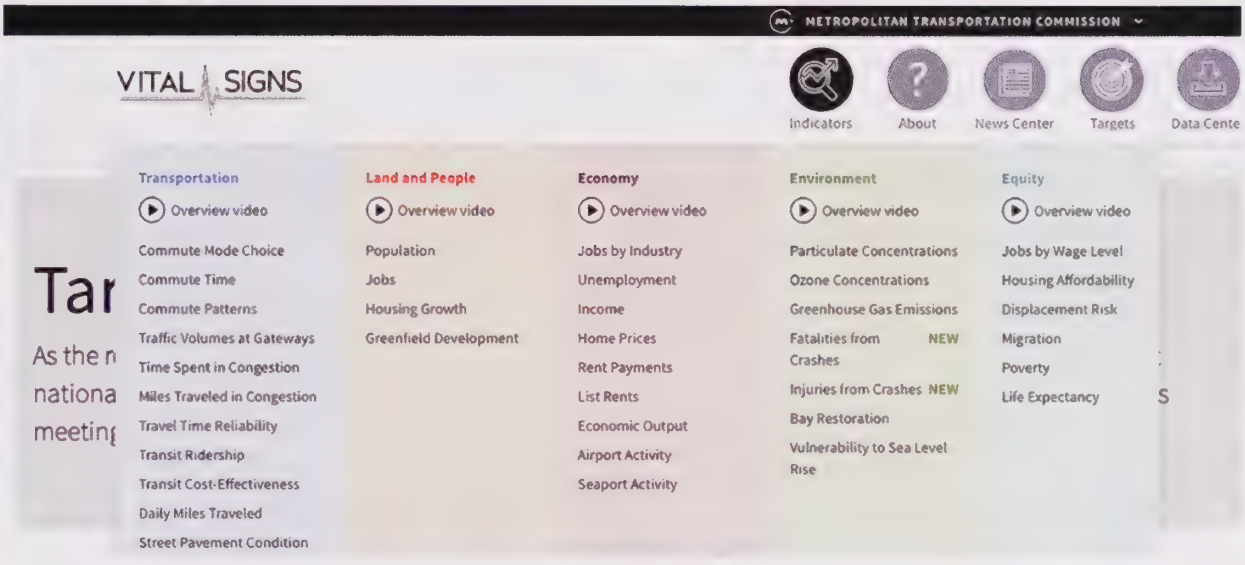
2018-19 HIGHLIGHTS

- Released Bay Area data on the housing loss estimates associated with 16 earthquake scenarios and three flood scenarios
- Disseminated findings from the HayWired earthquake scenario report which estimates the impacts from a magnitude 7.0 earthquake on the Hayward Fault.
- Integrated earthquake and sea level rise impacts into MTC's land use and travel models.
- Published the Earthquake Field Guide and Housing Quiz.
- Contributed to the Local Hazard Mitigation, Adaptation Risk Assessment & Strategy Development Workbook with partners at California Governor's Office of Planning and Research, U.S. EPA, and U.S. Department of Homeland Security, Federal Emergency Management Agency.

2019-20 GOALS

- Develop regional needs assessment for seismic and sea level rise issue areas, which will include order of magnitude cost estimates of infrastructure and other upgrades
- Continue to provide data and expertise in adapting ABAG/MTC modeling tools to natural hazards
- Release regional resilience indicators





VITAL SIGNS

Vital Signs is the regional performance monitoring initiative, which tracks trends related to transportation, land use, the economy, the environment, and social equity. Spurred by the adoption of Plan Bay Area (2013), Vital Signs is designed to regularly track progress towards cross-cutting goals established in the long-range regional plan, as well as federally-required short-range performance targets.

With trends for 41 indicators – which are generally updated biannually – users can view performance trends on the regional, county, city, and neighborhood levels using interactive charts and maps. Since its launch in 2015, nearly 90,000 unique Bay Area residents have used the Vital Signs website, and roughly 40% of them choose to return at a later date for more.

While the site is targeted to interested members of the public, it is also a resource for local governments and partner agencies, who can leverage the open data functionality.

2018-19 HIGHLIGHTS

- Release of updated equity and economic trends.

2019-20 GOALS

- Consider development of a next-generation version of Vital Signs ("Vital Signs 2.0") to ensure the long-term sustainability of the project, improve the user experience, and modernize the website technologies.

03 LOCAL GOVERNMENT SERVICES

LOCAL GOVERNMENT SERVICES

SECTION 03

This group provides a range of programs and services including: protection, enhancement and restoration of the San Francisco Bay-Delta Estuary, natural gas and energy conservation infrastructure through ABAG POWER and BayREN, and assisting local governments and nonprofits gain access to tax exempt bond financing for housing, schools, hospitals, parks, etc.

ESTUARY PARTNERSHIP

The San Francisco Estuary Partnership and its cooperating agencies and organizations initiated and continued work on a wide array of projects and activities in support of the Partnership's mandate: to protect, enhance and restore the San Francisco Bay-Delta Estuary.

2018-19 HIGHLIGHTS

- Hosted the annual meeting of the National Estuary Program, with representation from 23 local Estuary Partnerships from around the country as well as staff from U.S. EPA headquarters and three regional offices.
- Completed and implemented a Strategic Communications Plan.
- The Restoration Authority awarded the first round of Measure AA funding projects. Staff began managing some of the funded projects and provided assistance.
- Continued to work with Coastal Conservancy staff to support the Restoration Authority's Advisory Committee, the Governing Board, and to coordinate with MTC finance and accounting staff as the Treasurer of the Authority.
- Worked closely with partners on developing a Wetlands Regional Monitoring Program Plan for the San Francisco Bay.
- Managed a suite of projects to improve water supply reliability, protect water quality, manage flood protection and project habitat and watershed resources under the Integrated Regional Water Management Grant program.

2019-20 GOALS

- Produce the 2019 State of the Estuary Report, describing the current environmental health of the Estuary.
- Produce the 2019 State of the Estuary Conference, with an expected attendance of 800 people.
- Advance multi-benefit, nature-based shoreline restoration and protection solutions in Palo Alto, San Leandro and Sunnyvale.
- Continue to manage a dynamic boater education/outreach and monitoring program to improve water quality.
- Break ground on innovative stormwater treatment projects in Oakland, Berkeley and El Cerrito.
- Release four issues of the award-winning ESTUARY News Magazine.
- Work with partners to implement the 2016 Estuary Blueprint and keep the public and partners informed about efforts to increase the health and resiliency of the Estuary.

LOCAL GOVERNMENT SERVICES

SECTION 03

ABAG POWER

ABAG Publicly Owned Energy Resources (POWER) was formed in 1998 to provide leadership for local governments in energy management and aggregated energy procurement. POWER offers its members a region-wide natural gas purchasing pool, providing stable and preferential pricing of energy supply for cost-sensitive public facilities such as hospitals, police and fire stations, zoos and community centers.

ABAG POWER's natural gas aggregation program currently serves 38 member agencies and aims to provide members with rates that are both lower and more stable as compared against the default energy provider (Pacific Gas and Electric Company – PG&E).

2018-19 HIGHLIGHTS

- Commodity rates remained more stable than PG&E's during the past fiscal year.
- Two members were added to the Executive Committee and more than 20 member accounts were connected, bringing the portfolio total to over 760 accounts.
- Began purchasing and transporting gas internationally in an effort to further reduce commodity costs.

2019-20 GOALS

- Continue environmental responsibility and sustainability efforts by implementing a voluntary program to promote use of renewable natural gas where appropriate
- Examine opportunities to expand the program's membership.
- Collaborate with another public entity to offer program participants aggregated purchasing for electric vehicles, solar photovoltaic and/or water heating, or energy efficiency measures

BAYREN

Formed in 2012 as a collaboration between ABAG and the nine Bay Area counties, the Bay Area Regional Energy Network (BayREN) helps Bay Area residents and communities become more energy efficient. BayREN draws on the expertise, experience, and proven track record of local Bay Area governments to build the internal capacity of local cities and counties to administer successful climate, resource and sustainability programs.

BayREN's energy efficiency programs include: single family and multifamily energy retrofit programs, offering monetary incentives; Codes and Standards, working with local building officials to better understand and comply with the State Energy Code; a Commercial program focusing on Small-to-Medium sized businesses, and several financing programs, including an on bill water efficiency program and zero interest loans for multifamily energy retrofit projects. BayREN is primarily funded by Public Goods Charges as approved by the California Public Utilities Commission (CPUC), and currently has an annual budget of over $23 million.

2018-19 HIGHLIGHTS

- Paid rebates of well over $8 million to Bay Area single family and multifamily homeowners for making energy retrofits to their properties. Also paid over $650,000 in rebates to Bay Area homeowners with DOE Home Energy Scores.
- Received approval from the CPUC for Business Plan through 2025. This allowed modifications to the single family offering to have a broader reach, targeting middle income homeowners and renters.
- Launched a new program targeting small to medium Businesses.
- Provided immediate and ongoing support to wildfire impacted communities, and provided funding jointly with Bay Area Air Quality Management District (BAAQMD) and Marin Clean Energy.
- Awarded a Climate Grant from BAAQMD to work with suppliers, wholesalers and distributors to increase the supply of heat pump water heaters. The multifamily program will implement and also work with Bay Area Community Choice Aggregators.
- Contracted with Rising Sun Center for Opportunity to provide training, employment and direct energy and water efficiency services.
- Hired 2.5 staff to meet program goals.

2019-20 GOALS

- Pilot a small partnership with BAAQMD to allow technical assistance for multifamily property owners to install Electric Vehicle charging stations.
- Connect medically vulnerable residents with energy efficiency. This will be done with Bay Area health departments and health insurers.
- Work with the CPUC to help pilot a regional effort for greater building decarburization, as mandated by SB 1477.
- Continue current successful programs and begin implementation of new programs.

LOCAL GOVERNMENT SERVICES

SECTION 03

ACFA

Last year, staff created a new ABAG conduit finance authority — the Advancing California Financing Authority (ACFA) — to provide more secure, low cost and convenient financing for public benefit projects. ACFA is staffed by the Finance and Local Government Services departments with professional assistance from legal and finance consultants at Nixon/Peabody, Public Financial Management and Sperry Capital. Each year, ACFA will contribute surplus fee revenue to ABAG's general fund to expand successfu regional programs and create new ones.

ACFA continues the work of ABAG's Finance Authority for Nonprofits (FAN) founded in 1978. FAN issued $8 billion in tax exempt bond financing for 12,000 units of affordable housing, hospitals and medical clinics, private schools and cultural institutions, water and wastewater systems, transit systems and other public infrastructure.

2018-19 HIGHLIGHTS

- Refinanced a residential FAN Community Finance District (CFD) in San Francisco to lower monthly condominium fees.
- Hired a new staffer to market ACFA across the region and create a pipeline of projects
- Developed relationships with city managers, elected officials and housing developers
- Built name recognition by placing ads in industry publications and exhibiting at conferences

2019-20 GOALS

- Continue to educate municipalities on the time and cost savings of issuing municipal debt via a conduit authority and the unique benefits of using ACFA to do so
- Continue to educate municipalities on the time and cost savings of issuing municipal debt via a conduit.
- Expand program exposure via conferences and strategic ads in industry publications.
- Complete 3 new ACFA issuances and several refinancings from the existing FAN portfolic
- Generate surplus fee revenue from new business to contribute to ABAG programs.
- Help the region's 101 cities and 9 counties meet their housing and infrastructure goals

For more information about ACFA and application process visit the website at abag.ca.gov/acfa

EXIT

04 LEGISLATION AND PUBLIC AFFAIRS

LEGISLATION AND PUBLIC AFFAIRS

SECTION 04

The Legislation and Public Affairs (LPA) section provides ABAG and MTC with communications, media relations, public engagement, records management, social media, web and graphic design, along with state, local and federal legislative analysis and advocacy. These tasks include informing and engaging ABAG's membership, including local officials, advocacy organizations and the general public about ABAG's programs and services.

LPA's public engagement team works to involve the diverse communities of the nine-county San Francisco Bay Area in the work of ABAG and MTC. Strategies include sponsoring public events, forums, social media, web and digital communications, and the like, especially in regard to the region's long-range transportation plan and Sustainable Communities Strategy, which ABAG adopts jointly with MTC. A graphics team develops maps, visuals, reports and video to enhance communications efforts.

Legislative staff researches, analyzes and monitors state and federal legislation for its impact on Bay Area transportation, land use, housing and other issues, as well as overall long-range planning objectives. Staff coordinates with other local, regional and statewide organizations, and develops legislative proposals and analyses, and recommends positions on pending legislation to ABAG's Legislation Committee (as well as to MTC's Legislation Committee, as appropriate), obtains Executive Board approval, and communicates adopted positions to the appropriate legislative bodies. Advocacy includes visits by staff and Executive Board Members with state and federal elected officials. No state or federal funding is used to support advocacy programs.

The ABAG/MTC Library provides library and research services for the ABAG Executive Board and staff, as well as for the Commission, partner agencies, and the public.

LEGISLATION AND PUBLIC AFFAIRS

SECTION 04

PUBLIC OUTREACH

2018-19 HIGHLIGHTS

- Develop and launch new Joint Awards Program, recognizing projects from both ABAG and MTC.
- Provided public information regarding the risks of Proposition 6 and the benefits of Propositions 1 and 2 on the November ballot.
- Planned and coordinated a General Assembly.
- Provided outreach and support for Horizon long-range planning.
- Oversaw a revision of the ABAG website to better communicate with member cities, towns and counties; key stakeholders; and the public.
- Produced regular news updates and Twitter feeds on the ABAG website.
- Disseminated timely communications through extensive news blasts.
- Launched the new Advancing California Finance Authority with an all new website and collateral material.

2019-20 GOALS

- Plan and coordinate General Assembly, other regional forums and other outreach activities.
- Facilitate access to ABAG programs, projects, initiatives and resources using the website and social media.
- Provide outreach and support for Horizon and Plan Bay Area 2050.
- Continue to distribute a bi-monthly electronic newsletter with updates and planning information

LEGISLATION

2018-19 HIGHLIGHTS

- Developed Joint Legislative Advocacy Program for both ABAG and MTC, articulating the policy goals and strategies at the state and federal levels to support both agencies. Approved by the Executive Board and MTC Commission in January 2019 and December 2018 respectively.
- Staffed the ABAG Legislation Committee.
- Conducted policy briefings and pursued legislation addressing the committee's priorities in a variety of areas.
- Facilitated discussions with legislators about Bay Area needs and challenges.

2019-20 GOALS

Implement the ABAG-MTC Joint Legislative Advocacy Program at the state and federal levels including tracking, analyzing and recommending bill positions. Focus on where appropriate:

- Housing supply, affordability, and protection of existing residents against displacement pressures, including funding, incentivizing production, reform of state housing law, lowering housing construction costs, tenant protection policies, and facilitating greater housing production and preservation
- Examine authorizing the capture of state and local sales taxes from internet sales.

05 BUDGET

ABAG ADMINISTRATION APPROVED BUDGET

	ACTUALS AS OF 12/31/2018	APPROVED BUDGET FY 2018-19	APPROVED BUDGET FY 2019-20	CHANGE % INCREASE/ (DECREASE)	CHANGE$ INCREASE/ (DECREASE)
REVENUE					
Membership Dues	$ 2,723,907	$ 2,718,906	$ 2,882,875	6%	$ 163,969
Interest Revenue	12,174	20,000	48,000	140%	28,000
Other Revenue	17,518	400,000	614,500	54%	214,500
TOTAL REVENUE	**$ 2,753,599**	**$ 3,138,906**	**$ 3,545,375**	**13%**	**$ 406,469**
EXPENSE					
OPEB	501,711	400,000	611,000	53%	211,000
PERS	693,357	1,441,533	2,025,000	40%	583,467
Travel	2,541	3,000	3,150	5%	150
Meals	1,454	12,000	14,000	17%	2,000
Beale Assessments	167,500	331,500	348,400	5%	16,900
Memberships	27,213	44,000	27,500	-38%	(16,500)
Subscriptions	-	1,700	-	-100%	(1,700)
Consultants	92,238	400,000	200,000	-50%	(200,000)
Board Expense	25,275	80,000	80,000	0%	-
Audit	145,458	250,000	250,000	0%	-
Bank Service Charges	6,154	41,000	20,000	-51%	(21,000)
Insurance	103,007	135,000	150,000	11%	15,000
Miscellaneous	1,267	700	1,000	43%	300
Depreciation	148,266	-	-	0%	-
TOTAL EXPENSE	**1,915,441**	**$ 3,140,433**	**$ 3,730,050**	**19%**	**$ 589,617**
TRANSFERS IN	-	550,000	1,000,000	82%	450,000
TRANSFERS (OUT)	(5,898)	(527,010)	(530,000)	100%	(2,990)
TOTAL EXPENSE AND TRANSFERS	1,921,339	3,117,443	3,260,050	5%	142,607
YEAR END BALANCE	**$ 832,260**	**$ 21,463**	**$ 285,325**		
Beginning Net Position	-	(4,516,199)	(4,494,736)		
ENDING BALANCE	**$ 832,260**	**$ (4,494,736)**	**$ (4,209,411)**		

BAYREN APPROVED BUDGET

	ACTUALS AS OF 12/31/2018	APPROVED BUDGET FY 2018-19	APPROVED BUDGET FY 2019-20	CHANGE % INCREASE/ (DECREASE)	CHANGE$ INCREASE/ (DECREASE)
REVENUE					
Grant Revenue	$ 11,642,231	$ 32,487,030	$ 32,827,475	1%	$ 340,445
Other Revenue	-	37,099	27,350	(0)	(9,749)
TOTAL REVENUE	**$ 11,642,231**	**$ 32,524,129**	**$ 32,854,825**	**1%**	**$ 330,695**
EXPENSE					
Travel Expense	2,548	9,000	11,000	22%	2,000
Conference/Trning Exps & Fees	3,823	1,000	8,000	700%	7,000
Meals	937		4,000	0%	4,000
Advertising/Public Awareness	102,472	-	100,000	-	100,000
Software Licenses	-	-	500	-	500
Memberships	9,000	10,000	11,000	10%	1,000
Subscriptions	73	-	-	0%	-
Consultant/Professional Fees	4,525,584	4,329,650	7,281,188	68%	2,951,538
Single Family Incentive	2,686,750	9,679,864	5,402,020	-44%	(4,277,844)
Multi Family Incentive	3,764,250	7,184,720	3,750,000	-48%	(3,434,720)
Commercial Incentives			950,640	0%	950,640
MFCAP Revolving Loan Capital	-	1,513,581	0	-100%	(1,513,581)
Passthru/Contrib-Other Agencies	9,975	8,610,410	8,261,123	-4%	(349,287)
Bank Service Charges	1,099	-	-	-	-
Miscellaneous	-	11,282	25,817	129%	14,535
TOTAL EXPENSE	**$ 11,106,513**	**$ 31,349,507**	**$ 25,805,288**	**-18%**	**(5,544,219)**
TRANSFERS					
Staff Cost	357,278	783,258	659,596	-16%	(123,663)
Overhead	188,536	391,364	352,803	-10%	(38,561)
Total Staff Cost	545,814	1,174,622	1,012,399	-14%	(162,224)
TOTAL EXPENSE	**$ 11,652,327**	**$ 32,524,129**	**$ 26,817,686**	**-18%**	**(5,706,443)**
OTHER TRANSFERS IN/(OUT)	-	-	-		-
YEAR END BALANCE	**$ (10,096)**	**$ 0**	**$ 6,037,138**		
Beginning Net Position	$ 17,189	$ 17,189	$ 17,189		
ENDING BALANCE	**$ 7,093**	**$ 17,189**	**$ 6,054,328**		

BAYREN GRANT REVENUE SUMMARY

	GRANT AMOUNT	LTD ACTUAL	ENCUMBRANCE	REMAINING BALANCE	ADDITIONAL GRANT FY 2019-20	TOTAL FY 2019-20 GRANT BUDGET
REVENUE						
DOE	$ 753,052	$ 164,915	$ 432,880	$ 155,256	$ 259,360	$ 414,616
CPUC	58,076,431	27,156,493	11,785,606	19,134,331	13,268,507	32,402,838
BAAQMD	400,000	-	389,979	10,021	-	10,021
TOTAL REVENUE	**$ 59,229,483**	**$ 27,321,408**	**$ 12,608,466**	**$ 19,299,608**	**$ 13,527,867**	**$ 32,827,475**

SAN FRANCISCO ESTUARY PARTNERSHIP APPROVED BUDGET

	YTD ACTUAL AS OF 12/31/2018	APPROVED BUDGET FY 2018-19	APPROVED BUDGET FY 2019-20	CHANGE % INCREASE/ (DECREASE)	CHANGE$ INCREASE/ (DECREASE)
REVENUE					
Grant Revenue	$ 1,576,327	$ 15,732,194	$ 46,310,541	194%	$ 30,578,347
TOTAL REVENUE	**$ 1,576,327**	**$ 15,732,194**	**$ 46,310,541**	**194%**	**$ 30,578,347**
EXPENSE					
Travel Expense	5,532	13,950	30,133	116%	16,183
Meals	295	2,000	1,977	-1%	(23)
Conferences	52,749	20,000	6,500	-68%	(13,500)
Office Supplies	1,790	1,000	1,875	88%	875
Supplies	-	8,000	5,304	-34%	(2,696)
Memberships	-	4,000	-	-100%	(4,000)
Subscriptions	59	4,000	-	-100%	(4,000)
Consultant/Professional Fees	636,938	9,464,680	16,178,062	71%	6,713,382
Passthru/Contrib-Other Agencies	-	-	714,515	0%	714,515
Printing and Reproduction	8,077	15,000	14,500	-3%	(500)
Graphics	-	-	2,500	0%	2,500
Mailing/Postage	-	-	5,300	0%	5,300
Miscellaneous	-	4,500	-	-100%	(4,500)
TOTAL DIRECT EXPENSE	**$ 705,440**	**$ 9,537,130**	**$ 16,960,666**	**78%**	**$ 7,423,536**
STAFF COST	856,446	2,001,866	2,063,821	3%	61,955
OVERHEAD	14,441	999,969	1,103,892	10%	103,923
TOTAL STAFF COST	870,886	3,001,835	3,167,713	6%	165,878
TOTAL EXPENSE	**$ 1,576,327**	**$ 12,538,965**	**$ 20,128,379**	**61%**	**$ 7,589,414**
OTHER TRANSFERS (IN)/OUT	-	-	-	-	-
YEAR END BALANCE	**-**	**$ 3,193,229**	**$ 26,182,162**		

SAN FRANCISCO ESTUARY GRANT REVENUE SUMMARY

FUND SOURCE	LTD GRANT	LTD ACTUAL	ENCUMBRANCE	REMAINING BALANCE	ADDITIONAL GRANT FY 2019-20	FY 2019-20 BUDGET SUMMARY
1310 USGS G16AP00018	$ 90,000	$ 76,362	-	$ 13,638	$ 50,000	$ 63,638
USGS TOTAL	**$ 90,000**	**$ 76,362**	**-**	**$ 13,638**	**$ 50,000**	**$ 63,638**
1336 EPA W999T26201	1,101,943	355,936	232,368	513,638	-	513,638
1337 EPA W999T25701	503,437	224,835	237,158	41,444	-	41,444
1339 EPA W999T53101	1,509,292	307,333	689,483	512,475	-	512,475
1343 EPA 99T59901	1,310,000	718,325	2,947	588,728	771,243	1,359,971
1344 EPA 99T66201	278,245	125,789	20,964	131,492	-	131,492
EPA TOTAL	**$ 4,702,916**	**$ 1,732,220**	**$ 1,182,919**	**1,787,777**	**$ 771,243**	**$ 2,559,020**
1373 DOI C8957414 amend #1	46,777	17,626	-	29,151	-	29,151
1374 DOI C8961418	249,993	120,580	-	129,413	225,000	354,413
DOI TOTAL	**296,770**	**$ 138,206**	**-**	**158,564**	**$ 225,000**	**$ 383,564**
2905 DWR 4600010575	7,505,593	3,718,835	3,330,406	456,352	-	456,352
2906 DWR 4600010883	7,681,190	2,090,896	4,661,287	929,007	-	929,007
2907 DWR 4600011486	20,934,168	2,360,003	11,180,711	7,393,454	-	7,393,454
2909 DWR 17-34	139,960	95,621	-	44,340	-	44,340
2910 DWR 4600010575 Proj 14	66,859	63,824	-	3,036	-	3,036
DWR TOTAL	**$ 36,327,770**	**$ 8,329,178**	**$ 19,172,403**	**8,826,189**	**-**	**$ 8,826,189**
2305 Caltrans 04-2453	1,661,820	32,592	-	1,629,228	-	1,629,228
5003 Alameda County C-9506	285,891	235,300	-	50,591	-	50,591
5008 Santa Clara Valley Water District	306,545	182,198	-	124,347	227,074	351,420
2995 CA Natural Resources Agency	541,365	8,917		532,448	-	532,448
OTHER GRANT TOTAL	**$ 2,795,622**	**$ 459,008**	**-**	**2,336,614**	**$ 227,074**	**$ 2,563,687**
NEW IRWM DAC Prop 1					6,500,000	6,500,000
NEW IRWM Prop 1 R1					22,750,000	22,750,000
NEW DBW O&M					83,333	83,333
NEW Natl CVA Collaborative					100,000	100,000
NEW SRF Nature Based Shoreline Infrastructure					1,000,000	1,000,000
NEW WQIF NBS Infrastructure					1,481,109	1,481,109
NEW GRANTS IN FY 2019-20 TOTAL					**$ 31,914,442**	**$ 31,914,442**
TOTAL REVENUE	**$ 44,213,078**	**$ 10,734,974**	**$ 20,355,322**	**$ 13,122,782**	**$ 33,187,759**	**$ 46,310,541**

SAN FRANCISCO ESTUARY - CONFERENCE AND PROGRAMS

	YTD ACTUAL AS OF 12/31/2018	APPROVED BUDGET FY 2018-19	APPROVED BUDGET FY 2019-20	CHANGE % INCREASE/ (DECREASE)	CHANGE$ INCREASE/ (DECREASE)	STATE OF THE ESTUARY (6995)	ESTUARY NEWS-LETTER (6996)	ADMIN CIVIL LIAB (6997)
REVENUE								
Other Revenue	$ 235,566	$ 618,000	$ 710,900	15%	$ 92,900	$ 600,000	$ 80,000	$ 30,900
TOTAL REVENUE	**$ 235,566**	**$ 618,000**	**$ 710,900**	**15%**	**$ 92,900**	**$ 600,000**	**$ 80,000**	**$ 30,900**
EXPENSE								
Travel	1,454	5,000	-	-100%	(5,000)			
Meals	2,979		2,000	0%	2,000	2,000		
Conferences/ Catering	205,915	205,000	-	-100%	(205,000)			
Office Supplies		1,000	-	-100%	(1,000)			
Mailings	-	1,000	-	-100%	(1,000)			
Consultant	51,663	108,000	230,275	113%	122,275	150,275	80,000	
Printing	3,967	15,000	-	-100%	(15,000)			
Miscellaneous	52	-	-	0%	-			
TOTAL DIRECT EXPENSE	**$ 266,029**	**$ 335,000**	**$ 232,275**	**-31%**	**$ (102,725)**	**$ 152,275**	**$ 80,000**	**-**
STAFF COST	13,926	52,840	63,302	20%	10,462	40,703		22,599
OVERHEAD	-	26,394	33,859	28%	7,465	21,771		12,088
TOTAL STAFF COST	13,926	79,234	97,161	23%	17,927	62,474	-	34,687
TOTAL EXPENSE	**$ 279,954**	**$ 414,234**	**$ 329,436**	**-20%**	**$ (84,798)**	**$ 214,749**	**$ 80,000**	**$ 34,687**
OTHER TRANSFERS IN		-						
OTHER TRANSFERS OUT*	-	(200,000)		-100%	200,000			
YEAR END BALANCE	**$ (44,389)**	**$ 3,766**	**$ 381,464**			**$ 385,251**	**-**	**$ (3,787)**
BEGINNING NET POSITION	498,922	498,922	502,688					
ENDING BALANCE	**$ 454,533**	**$ 502,688**	**$ 884,152**					

* Transfer to ABAG Administration

APPROVED ABAG MEMBERSHIP DUES

JURISDICTION	ESTIMATED POPULATION 2020	DUES (SHOWN IN $) APPROVED FY 2018-19	DUES (SHOWN IN $) APPROVED FY 2019-20
County of Alameda	**1,660,202**	**304,848**	**323,308**
Alameda	78,863	17,480	18,141
Albany	19,053	4,828	5,058
Berkeley	121,874	24,472	25,823
Dublin	63,241	13,393	14,820
Emeryville	11,994	3,308	3,474
Fremont	235,439	38,507	40,906
Hayward	162,030	29,978	31,674
Livermore	91,411	19,443	20,810
Newark	47,467	10,462	11,435
Oakland	428,827	57,778	61,094
Piedmont	11,318	3,186	3,322
Pleasanton	79,201	16,670	18,213
San Leandro	87,598	19,166	19,999
Union City	72,991	16,173	16,893
County of Contra Costa	**1,149,363**	**211,126**	**224,067**
Antioch	113,061	23,503	24,539
Brentwood	63,042	13,670	14,777
Clayton	11,431	3,187	3,347
Concord	129,159	25,458	26,885
Danville	44,396	10,021	10,746
El Cerrito	24,939	6,024	6,379
Hercules	26,317	6,254	6,688
Lafayette	25,655	6,152	6,540
Martinez	38,097	8,807	9,332
Moraga	16,991	4,336	4,595
Oakley	41,742	9,562	10,150
Orinda	19,199	4,817	5,091
Pinole	19,236	4,820	5,099
Pittsburg	72,647	15,439	16,820
Pleasant Hill	35,068	8,168	8,653
Richmond	110,967	23,164	24,234

APPROVED ABAG MEMBERSHIP DUES

JURISDICTION	ESTIMATED POPULATION 2020	DUES (SHOWN IN $) APPROVED FY 2018-19	APPROVED FY 2019-20
San Pablo	31,593	7,400	7,873
San Ramon	82,643	17,606	18,945
Walnut Creek	70,667	15,673	16,399
County of Marin	**263,886**	**48,840**	**52,047**
Belvedere	2,135	1,245	1,261
Fairfax	7,534	2,395	2,473
Larkspur	12,351	3,461	3,554
Mill Valley	14,963	3,959	4,140
Novato	54,551	12,351	12,972
Ross	2,533	1,324	1,350
San Anselmo	13,000	3,539	3,699
San Rafael	60,651	13,627	14,269
Sausalito	7,226	2,343	2,404
Tiburon	9,648	2,808	2,947
County of Napa	**141,294**	**26,385**	**28,231**
American Canyon	20,990	5,166	5,493
Calistoga	5,334	1,898	1,979
Napa	80,403	17,622	18,469
St Helena	6,118	2,067	2,155
Yountville	2,874	1,407	1,427
County of San Francisco	**883,963**	**161,975**	**172,508**
San Francisco - City	883,963	102,200	108,606
County of San Mateo	**774,155**	**142,701**	**151,176**
Atherton	7,135	2,305	2,383
Belmont	27,388	6,663	6,929
Brisbane	4,692	1,788	1,835
Burlingame	30,294	7,207	7,581
Colma	1,501	1,103	1,119
Daly City	107,864	22,818	23,782

APPROVED ABAG MEMBERSHIP DUES

JURISDICTION	ESTIMATED POPULATION 2020	DUES (SHOWN IN $) APPROVED FY 2018-19	APPROVED FY 2019-20
East Palo Alto	30,917	7,248	7,721
Foster City	33,490	7,863	8,298
Half Moon Bay	12,639	3,465	3,618
Hillsborough	11,543	3,286	3,372
Menlo Park	35,268	8,384	8,697
Millbrae	22,854	5,719	5,911
Pacifica	38,418	8,907	9,404
Portola Valley	4,767	1,785	1,852
Redwood City	86,380	18,626	19,740
San Bruno	46,085	10,435	11,125
San Carlos	29,897	7,028	7,492
San Mateo	104,490	22,007	23,290
S. San Francisco	67,082	14,557	15,636
Woodside	5,623	1,989	2,044
County of Santa Clara	**1,956,598**	**359,101**	**380,888**
Campbell	42,696	9,887	10,365
Cupertino	60,091	13,238	14,150
Gilroy	55,615	12,636	13,198
Los Altos	31,361	7,474	7,821
Los Altos Hills	8,568	2,622	2,705
Los Gatos	30,601	7,455	7,650
Milpitas	74,865	16,568	17,291
Monte Sereno	3,630	1,528	1,596
Morgan Hill	44,513	10,190	10,772
Mountain View	81,527	17,349	18,708
Palo Alto	69,721	15,212	16,197
San Jose	1,051,316	119,235	126,076
Santa Clara	129,604	24,851	26,950
Saratoga	31,435	7,297	7,837
Sunnyvale	153,389	28,428	30,415

APPROVED ABAG MEMBERSHIP DUES

JURISDICTION	ESTIMATED POPULATION 2020	DUES (SHOWN IN $) APPROVED FY 2018-19	APPROVED FY 2019-20
County of Solano	**439,793**	**80,785**	**86,220**
Benicia	27,499	6,684	6,954
Dixon	19,896	4,894	5,247
Fairfield	116,156	23,492	24,990
Rio Vista	9,188	2,704	2,844
Suisun City	29,192	7,025	7,334
Vacaville	98,977	21,221	22,418
Vallejo	119,252	24,062	25,441
County of Sonoma	**503,332**	**93,587**	**98,564**
Cloverdale	9,134	2,685	2,832
Cotati	7,716	2,331	2,513
Healdsburg	12,061	3,296	3,489
Petaluma	62,708	13,647	14,706
Rohnert Park	43,598	9,747	10,567
Santa Rosa	178,488	32,159	34,072
Sebastopol	7,786	2,397	2,529
Sonoma	11,390	3,124	3,338
Windsor	28,060	6,615	7,080
TOTAL	**7,772,586**	**2,718,906**	**2,882,875**

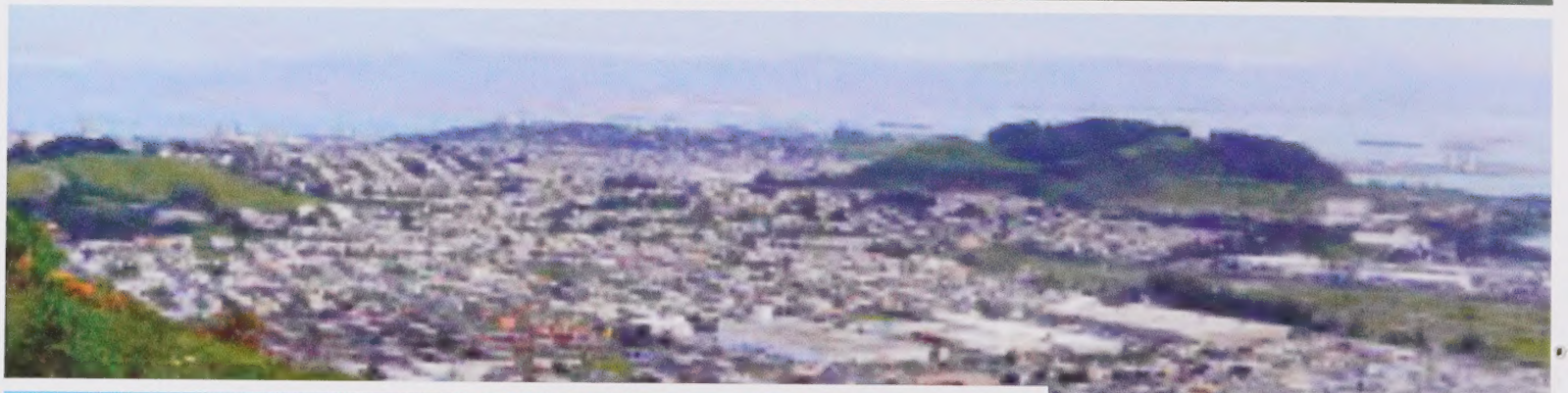
DUES PER CAPITA			
		2019	2020
First	50,000	0.213	0.224
Next	50,000	0.202	0.213
Next	100,000	0.138	0.146
Above	200,000	0.099	0.104
CPI		1.029	1.038
Population		1.009	1.008

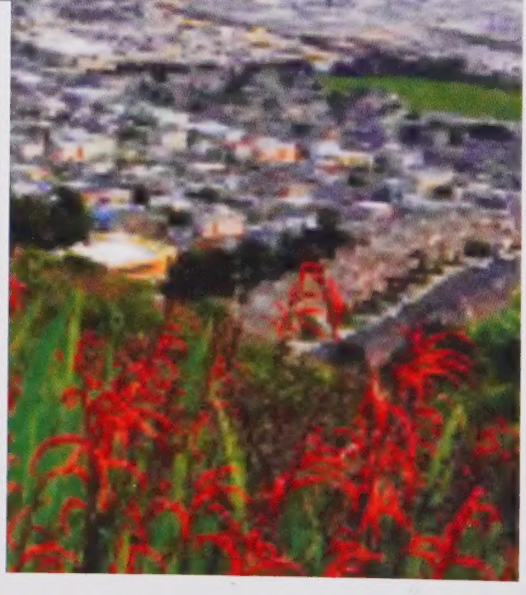
NOTES

NOTES

U.C. BERKELEY LIBRARIES
C123326127

INSTITUTE OF GOVERNMENTAL STUDIES LIBRARY
109 PHILOSOPHY HALL
UNIVERSITY OF CALIFORNIA
BERKELEY, CA 94720





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